Alberta
TOURISM

ANNUAL REPORT 1987 - 1988

Alberta
MINISTER OF TOURISM

Office of the Minister

418 Legislature, Edmonton, Alberta, Canada T5K 2B6 403/427-3162

The Honourable Dr. David J. Carter
Speaker of the Legislative Assembly of Alberta
325 Legislature Building
Edmonton, Alberta
T5K 2B6

Dear Mr. Carter:

I have the honour to submit the Annual Report for the Department of Tourism for the year ending March 31, 1988.

Respectfully submitted,

D. H. Sparrow

Don Sparrow
MINISTER OF TOURISM

Alberta
TOURISM

Office of the Deputy Minister

18th Floor, 10025 Jasper Avenue, Edmonton, Alberta, Canada T5J 3Z3

The Honourable Don Sparrow
Minister of Tourism
418 Legislature Building
Edmonton, Alberta
T5K 2B6

Dear Sir:

I have the honour to submit a report covering activities of the Department of Tourism for the fiscal year ending March 31, 1988, as required under Section 35.1 of the Legislative Assembly Act.

Respectfully submitted,

Bernard F. Campbell
DEPUTY MINISTER
DEPARTMENT OF TOURISM

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The Department of Tourism is devoted expressly to helping Alberta develop a strong, competitive tourism industry that significantly contributes to our province's economy.

Since its establishment in 1986, the department has focused on a variety of marketing and development activities to strengthen the province's standing as a world-class, four-season travel destination. More emphasis is being placed on Alberta's tourism industry as a result of its prominent role in the provincial economic diversification strategy. A goal has been set to increase Alberta tourism revenues from current annual levels of about $2.3 billion to $10 billion by the year 2000.

Alberta Tourism is strengthening the industry foundation through a strategy designed to help guide the province's tourism sector. During the 1987-88 fiscal year, key initiatives were introduced as building blocks towards substantially raising Alberta's tourism industry to new economic heights.

A major national and international television and print advertising campaign was launched by Alberta Tourism during the opening ceremonies of the XV Olympic Winter Games in Calgary. The Team Tourism Marketing Program and Community Tourism Action Program were introduced shortly after, on the heels of the Games. These programs are designed to build upon the level of awareness, interest and positive reputation Alberta achieved worldwide as a result of the Olympics.

Alberta Tourism continues to work in partnership with industry and communities throughout the province to promote and increase tourism opportunities. This leadership role clearly reflects the spirit and philosophy of the government of Alberta, in supporting rather than replacing private sector drive.

Through all activities, the department strives to maximize economic returns and benefits geographically. At the same time, Alberta Tourism programs and initiatives are undertaken to meet strategic global directions outlined by the Government of Alberta.

OVERVIEW

Minister	*Honourable Don Sparrow*
Deputy Minister	*Bernard F. Campbell*

MARKETING DIVISION

Executive Director	*James L. Engel*
Director, Leisure Marketing	*J. Barry Salter*
Director, Meetings Marketing	*Douglas E. Lane*
Director, Vacation Planning	*Kenneth C. Sears*
Director, "Take an Alberta Break" Program	*Donald W. Smithson*
Director, Strategic Sales	*D. Cherney (Acting)*

DEVELOPMENT DIVISION

Executive Director	*William W. Warren*
Director, Development Services	*Louise McGillivray (Acting)*
Director, Market Development	*Donald Syrnyk*
Director, Industry Relations and Training	*Darlene Squires (Acting)*
Director, Canada/Alberta Tourism Agreement	*E. Neil Taylor*

ADMINISTRATION DIVISION

Executive Director	*Peter C. Crerar*
Director, Business Services	*B.D. Wilson*
Director, Financial Services	*Robert Turner*
Director, Personnel Services	*Gerrit Halbersma*
Director, Systems and Computing	*Colin Sparrow-Clarke*
Librarian	*Vacant*

COMMUNICATIONS BRANCH

Director, Communications	*John W. Zylstra*

ALBERTA TOURISM EDUCATION COUNCIL

Chairman	*Stockwell Day, M.L.A. Red Deer - North*
Executive Director	*Susan Dowler*

EXECUTIVES OF THE DEPARTMENT

During the 1987-88 fiscal term, the Marketing Division continued to pursue activities in support of the Alberta Government's plan for regional economic diversification and strategy for enhancing the province's influence in national and international markets. The XV Olympic Winter Games in Calgary provided the Marketing Division with an unmatched opportunity to promote Alberta to the world.

In partnership with the private sector -- and in keeping with the primary mandate of the Department of Tourism -- the division proactively assisted industry in making the most of tourism business opportunities through a full range of services including advertising, public/media relations, and sales promotions.

New challenges continued to surface in a division whose marketing efforts are designed to match market demand with the potential supply of tourism products encompassing both traveller activities and travel destinations. Growing market opportunities and increased competition worldwide tested Alberta in many positive ways.

The division is divided into six branches:

- *Leisure Marketing*
- *Meetings Marketing*
- *Vacation Planning*
- *"Take an Alberta Break" Program*
- *Strategic Sales*
- *Team Tourism Marketing Program*

MARKETING DIVISION

The Leisure Marketing Branch maintained its successful profile as the hub of Alberta Tourism's marketing activities. With a view to promoting the province as a superb four-season destination to visitors seeking pleasure-based travel, the Branch carried out extensive advertising, public relations, media relations, and sales promotion activities.

At the same time, staff reorganization within the Branch reflected a shift in market focus sparked by the 1988 Olympic Winter Games. To take advantage of global media exposure surrounding the games, new emphasis was placed on efforts to increase consumer awareness and interest across broader geographic fronts. Product-specific marketing activities shifted to an approach featuring a stronger regional thrust. Resources were re-aligned into the following categories:

- Trade Marketing: U.K./Europe, Canada, Asia, and Western U.S.A.
- Consumer Sales
- Foreign Office Liaison/Special Projects
- Foreign Offices: Los Angeles, London

Promotional opportunities relating to major events served to influence many Branch activities including increased emphasis on media programs to highlight the 1988 Olympic Winter Games. The international profile of the Games provided Alberta with a strategic window of opportunity for capturing the interest of the media, the travel trade and consumers.

Literature and Film Production

The Branch's ongoing literature and distribution program included the Alberta Winter Activities Guide, Adventure Guide, Road Map, Touring Guide, and additional marketing tools such as brochure shells, posters and kit covers.

Significant accomplishments in foreign language services included an AV production for the Japanese market, brochures in both Chinese and Japanese, as well as a Japanese translation of the Winter Activities Guide.

Familiarization Tours

There was an increased emphasis on media familiarization tours to highlight Alberta as the Olympic host province. Approximately 70 tours, including media, trade and agent participants, were undertaken during the fiscal year.

Media Services Centre

During the 1987-88 fiscal year, a proactive sales campaign for media coverage of Alberta destinations was launched through establishment of the U.S. Media Services Centre.

Travel Trade Conferences

Alberta Tourism maintained a presence in major markets through attendance at the following:

- World Travel Mart
- Rendez-Vous Canada
- Alliance of Canadian Travel Agents
- American Bus Association
- National Tour Association
- Ontario Motorcoach Association

The department maintained presence in recently opened markets, through first or second appearances at a number of travel trade shows and marketplaces. They included the following:

- Pacific Asia Travel Association - Melbourne
- Intertour Expo '88 - Asia - Hong Kong
- Consortium '87 - Japan
- Japan Association of Travel Agents '87 - Tokyo
- Odyssey '87 - Penticton
- Corroboree - February '88, Sydney, Brisbane, Perth

Consumer Travel Shows

Alberta Tourism maintained a strong presence at consumer travel shows. Events included consumer and sportsman shows in Minneapolis, Dallas, Anaheim, Toronto, San Francisco, Los Angeles, Chicago, Boston, and Germany. A consumer show, Osaka '87 in Japan, was also attended.

Advertising

Overall advertising objectives remained focused on developing consumer awareness and interest in Alberta as an attractive destination for leisure and business travel. Advertising material highlighted the slogan "Surprise, It's Alberta" in major U.S. and Canadian markets.

During the opening ceremonies of the 1988 Olympic Winter Games, Alberta Tourism introduced a new advertising campaign, "Alberta, In All Her Majesty". This included production of the first 12 minutes of the Opening Ceremonies of the XV Olympic Winter Games, broadcast to over two billion people worldwide; a television campaign in the Pacific U.S. and Ontario, a print campaign with direct response, and a new publication, the Alberta Vacation Planner.

Los Angeles Office

The Los Angeles office, opened in 1986-87, continued to service the California market and provide an Alberta presence in one of our key U.S.A. markets. Many marketing advertising activities concentrated on the California market. On an ongoing basis, the office is creating consumer awareness through point-of-purchase promotions, media coverage, consumer shows, and special events.

Through the Los Angeles office Alberta Tourism was represented at major consumer shows such as the following:

- Ski Dazzle
- Winterfest Ski Show
- Los Angeles Skiers Expo
- Orange County Travel Show
- San Diego Maple Leaf Days

Golf opportunities in Alberta were promoted through industry cooperative efforts and the Par Excellence Konica Classic.

A portable display of Mount Allan was used in numerous mall displays to promote Alberta and the 1988 Olympic Winter Games.

Alberta House - London, England

The London office continued to provide services to both the consumer and travel trade markets throughout the United Kingdom and Europe. This office coordinated the Canada West advertising co-op plus assisted with World Travel Mart.

Tokyo Office

To better position Alberta for upcoming years, a senior representative was hired locally to work out of our Tokyo office.

Following close on the heels of the Olympics, the largest trade promotion to date was launched, building on the positive awareness of Alberta as a friendly and hospitable world-class destination.

Special Projects

The "Spirit of Alberta" Caravan, developed during the previous fiscal year, began its trek across the United States and Canada. As a mobile display highlighting the Alberta vacation experience, the project was designed to build awareness of Alberta as the Olympic host province. The tour was scheduled to run from July 1987 to August 1988. The project was funded through the Canada/Alberta Tourism Agreement.

MEETINGS MARKETING BRANCH

The Meetings Marketing Branch continued to meet challenges in promoting Alberta as a meeting, convention, and incentive destination. Working in partnership with the Alberta meetings industry, the Branch heightened awareness of Alberta to attract more conferences, congresses, meetings, and conventions to the province's tourism venues and convention facilities. In addition, the Branch continued to help develop and implement programs to influence pre- and post-meeting and convention travel, industrial tours and special interest tours.

Marketing Strategies

An integrated marketing strategy was developed with meetings industry partners for priority target markets. Alberta Tourism has official representation in the key U.S. markets of Washington, D.C., New York, and Chicago. As well, the U.K./Europe is covered through marketing representatives in London, England and Geneva, Switzerland.

Lead Development

Through a computerized data bank, Alberta Tourism continued to provide accurate sources of lead information for the province's meeting industry. The computerized data bank includes over 2,000 international meeting and convention profiles.

Site Visitation Program

Numerous site visits and inspections were held in conjunction with Alberta's meeting industry, showcasing Alberta as a potential meeting and convention destination. Association executives, corporate meeting planners, and incentive buyers from key target markets in Canada, the United States, and overseas were invited to visit the province.

Olympic Opportunity - Site Visitation

During the 1988 Olympic Winter Games in Calgary, national and international business leaders and entrepreneurs were informed of investment and development opportunities in the province during sessions at Alberta Business House. Alberta Tourism obtained leads and is continuing to receive leads on companies interested in participating in tourism development in Alberta.

The Olympic opportunity enabled us to attract highly influential U.S. association executives and meeting planners for a first-hand look at the meeting and conference potential of the province. The success of the site visitation is reflected in promising leads and confirmed bookings which will inject more than $500,000 into Alberta's economy.

Special Promotions

Meetings Marketing coordinated two major European promotions in 1987-88. These promotions were directed at international associations and incentive and group travel planners. Major cooperative marketing and sales efforts were also conducted in key U.S. meetings and convention markets - Washington, D.C., Chicago, New York, Texas, and California. Activities here, with representation from Alberta's meetings industry, continued to be integral to the Meetings Marketing program.

In-Office Counselling

Assistance was provided in all aspects of the meetings and conventions business, including delegate attendance, promotions, bid presentations, host committee formation and industry liaison.

Meetings Marketing Video

Meetings Marketing completed production of a new conference and convention video aimed at the U.S. market. Meetings Marketing will adapt this production to facilitate presentation in our national and international markets.

The video can be utilized by meetings industry partners for individual versioning. This allows customized videos to be produced by partners and clients to cover different purposes including bid presentations, attendance building, and trade shows.

Vacation Planning Branch, provided vacation planning services to members of the travelling public. It also represented Alberta Tourism at consumer travel shows and coordinated familiarization tours for members of the industry.

Vacation Counselling

Pre-trip planning services were provided through a network of 25 toll-free telephone lines serving Edmonton, Alberta, Canada and the continental United States.

During the fiscal year, vacation counselling staff serviced 9,500 walk-in visitors and 175,000 mail enquiries. The Unit responded to 155,000 telephone enquiries.

Travel Information Centres

A network of 12 Travel Information Centres located on Alberta's border points and at strategic highway decision points provided on-site vacation planning services. The centres, staffed by seven permanent and 44 seasonal employees, provided services to 171,000 visitors during the fiscal year.

A major study was undertaken during the fiscal year to review and evaluate the operation and role of public and private sector travel information centres throughout Alberta.

Literature Distribution

During the 1987-88 fiscal year, Vacation Planning managed an information service that included literature and publications from over 200 sources. More than three million pieces of literature and 76,000 travel information kits were distributed throughout the world.

Visit Alberta Program

The Visit Alberta Program was initiated in September, 1986, to develop and conduct services relative to familiarization or site inspection tours for media and travel industry representatives. The Unit also worked in conjunction with Alberta's private sector, planning and operating consumer travel shows in various markets.

During the fiscal year, the Unit planned and participated in 47 familiarization tours and site visits, 24 Alberta and market area consumer shows, and six presentations for members of the public and travel industry.

During the fiscal year, the "Take an Alberta Break" program continued to promote in-province travel. This focus is based on the fact that leisure travel by Albertans is the largest single source of tourism revenue to the province, amounting to one-half of total receipts.

The program was launched in June, 1986, by Alberta Tourism, in partnership with the Tourism Industry Association of Alberta.

Campaign Objectives

Industry and government established the following objectives for the "Take an Alberta Break" campaign:

1. To increase travel by Albertans to all parts of the province on a year-round basis.

2. To increase Albertans' awareness of the quality and variety of tourism, cultural and recreational attractions throughout the province.

A clearly defined marketing strategy based on extensive consumer research was developed to accomplish these goals.

A Special Publication

In its second year of publication, the "Great Alberta Breaks" tabloid continues to be an important component of the campaign. Produced four times a year and distributed province-wide, the publication was designed to provide Albertans with information to plan more frequent "Alberta Breaks". The project is the largest ever undertaken by the department in terms of literature production and distribution. "Great Alberta Breaks" is featured on most magazine newsstand shelves in the province.

Advertising

An upbeat, year-round, multi-media advertising program promoted the "Take an Alberta Break" theme to Albertans. It publicized events, attractions and activities, and encouraged readership of the "Great Alberta Breaks" tabloid.

Media Relations

Alberta media were encouraged to play a greater role as travel influencers for Albertans through a coordinated program of familiarization tours, story and photography mailouts, radio reports, and "Great Breaks" trivia fillers.

Promotions

Many unique and exciting promotional activities were held in coordination with Alberta media and businesses. This element of the campaign was highly visible, greatly enhancing the program's financial reach.

Results to Date

Research results have shown that the "Take an Alberta Break" campaign has been extremely successful. Statistics show Albertans are travelling more frequently within the province and visiting more new places. The "Take an Alberta Break" program bolstered tourist spending by more than $40 million during a one-year time frame ending September 1987. The campaign will be extended in 1988-89 to Saskatchewan and Montana.

STRATEGIC SALES BRANCH

The Strategic Sales Branch identifies and capitalizes on special marketing opportunities that can improve awareness of Alberta in international markets. Specific focus was given this fiscal year to key markets in the United States.

Through a knowledgeable and experienced sales force, Strategic Sales concentrated on strengthening and developing contacts through foreign government ministries, embassies, tourist associations, Chambers of Commerce, state government departments, the private sector and other tourism influencers.

The Branch quickly moved ahead to help bolster existing department programs in the Marketing Division. Large scale "special projects" staged within Alberta resulted in extensive media exposure in the international marketplace.

The group also organized specialized, proactive promotions to capitalize on the significant tourism potential in each area.

TEAM TOURISM MARKETING PROGRAM

The Team Tourism Marketing Program was introduced in March, 1988, in an effort to capitalize on Alberta's enhanced reputation as a tourist destination stemming from publicity received during the XV Olympic Winter Games.

Team Tourism is a joint government/private sector marketing program. It was designed to help industry market tourism destinations on a regional basis, through Alberta's 14 tourist zones. The government will provide 50 per cent in shared assistance to zones, beginning with an initial commitment of $4 million in the 1988-89 fiscal year. Total government contribution to this program over five years will be $20 million.

In terms of diversifying Alberta's economic base and creating an environment of shared economic stability and growth, the Development Division had a particularly important role for tourism during the fiscal term.

The division continued to assist industry and communities throughout the province by providing services that successfully translate planning and development information into a sound basis for action.

Throughout the year, the division moved forward to assist many organizations and businesses in the development, upgrading, and expansion of tourism-related projects. It continued to provide a full range of consulting services and programs including facility and product development counselling, regional tourism planning, industry training, and market development and research.

The division is divided into five branches:

- *Development Services*
- *Community Tourism Action Program*
- *Market Development*
- *Industry Relations and Training*
- *Canada/Alberta Tourism Agreement*

DEVELOPMENT DIVISION

Development Services Branch has three principle program areas:

- Planning Unit
- Facility Unit
- Product Development Unit.

Planning Unit

During the 1987-88 fiscal term, the Planning Unit provided counselling to more than 150 communities interested in improving tourism through preparation of Community Tourism Action Plans.

This provincial initiative was designed to help local communities capitalize on tourism resources through strategic planning. Over the year, 11 communities completed Tourism Action Plans while another 45 actively moved ahead with new tourism strategies. Direct assistance from the Planning Unit was provided to more than 40 communities.

The Planning Unit also continued to be very active in the Integrated Resource Planning Program, focusing on sub-regional plans in Eastern Slope locations such as Coal Branch and the northeast areas of the province including Fort McMurray - Athabasca.

In addition, the Planning Unit assisted in the preparation and development of regional tourism strategies for areas such as the Drumheller Corridor and Waterton Lakes National Park.

Using each of the above program areas as an information base, the Unit compiled a comprehensive list of tourism development opportunities. These opportunities will be used to assist the Government and its tourism partners in furthering the developmental requirements of tourism in the province.

Facility Unit

Facility Unit undertook site visitation, conducted inspections and provided counselling to operators of fishing lodges and base camps in remote locations in northern Alberta. The Facility Unit also arranged for directional highway signage through Alberta Transportation and Utilities for numerous tourist attractions and facilities in the province.

- *Operational Counselling*

Counselling was provided to a number of established and prospective operators wanting to expand existing facilities and attractions, or plan new ones. Projects included service-oriented developments such as service-centres and multi-season resort complexes, as well as recreation-oriented developments such as ski areas and water slides. The Unit also provided hotel, motel, campground, country inn, and bed and breakfast operators with counselling services relating to operational and development plans.

- *Special Projects*

During the 1987-88 fiscal year, Special Projects of the Facility Unit included the following:

a. *A study of Alberta's private campground industry.*
b. *Development of a bed and breakfast instructional manual*
c. *Participation in the development of the Spray Valley conceptual facility plan*
d. *Development and distribution of the Tourism Development Network (TDN) Bulletins.*
e. *Two joint studies with Alberta Forestry, Lands and Wildlife - Alberta's Cottage Market and Pinehurst Lake Site Analysis.*

Product Development Unit

Over the fiscal term, Product Development staff counselled and assisted more than 175 prospective tourism operators. Some 18 new "adventure" operations were listed in Travel Alberta publications. These include country vacations, trail riding, back-country lodges, whitewater rafting, a mountain climbing school and a wilderness tour.

Consultants were hired to provide a special one-day marketing workshop for fly-in fishing lodge owners and to assist Alberta Country Vacation Association in hosting their 1987 national conference.

COMMUNITY TOURISM ACTION PROGRAM

The Community Tourism Action Program was announced in March, 1988, as part of a post-Olympic initiatives package developed to help build upon the momentum Alberta gained as host of the XV Olympic Winter Games in Calgary.

The program will provide $30 million over a five-year period to assist Alberta communities in developing their own unique tourist attractions. Funding is awarded on a cost-shared basis, with the province covering 75 per cent of requested project costs and participating communities responsible for the remaining 25 per cent. To become eligible for funding, municipalities must prepare and endorse Community Tourism Action Plans which help identify viable tourism resources.

The province allocated $5 million to this program for 1988-89.

MARKET DEVELOPMENT BRANCH

Market Development Branch features three noteworthy areas of activity: Market and Industry Analysis, New Market Development, and Special Projects.

Market and Industry Analysis

During the fiscal term, this Unit continued its role of analyzing the tourism marketplace, as well as monitoring and forecasting the performance of the industry by measuring the volume, growth, value, prospects and characteristics of tourism in Alberta. Much of the Unit's work involved surveys and studies to provide information for Alberta Tourism programs.

New Market Development

With a view to taking advantage of new market opportunities, this Unit undertook analysis of several new markets. The information is of value in developing the basic planning and strategic framework for improved market penetration.

Special Projects

Special projects undertaken during the fiscal year by Marketing Development Branch included a variety of informational, statistical, and research initiatives. Most noteworthy is the continuance of the Alberta Tourism Pulse and Hotline publications distributed monthly to industry province-wide, the 1988 Alberta Tourism Forecast, the Alberta Meetings Market Study: Stage II, and National Parks Utilization Study.

Industry Relations and Training Branch features three primary areas of activity: Industry Liaison and Awareness, Support Programs and Service Industry Training.

Industry Liaison and Awareness

During the fiscal year, Industry Liaison and Awareness Unit continued to serve as a main link between Alberta Tourism and private industry. Working closely with tourism operators, staff within the Unit mediated complaints received from the consumer and travel trade, and developed programs to increase awareness of the economic and social contributions of tourism.

Support Programs

The Unit also continues to administer the Travel Alberta Zone Assistance Program, which provides financial assistance for offices of the 14 tourism zones of the Tourism Industry Association of Alberta (TIAALTA). As well, the Unit administered the Senior Citizens Tourism Employment Grants Program which enables municipalities and community organizations to employ senior citizens for a variety of tourism-related zone projects. The Unit was also responsible for the Travel Alberta Scholarship Program which provides 30 scholarships of $500 each to students enrolled in post-secondary tourism/hospitality programs in Alberta.

Service Industry Training

Service Industry Training Unit promoted and held workshops in customer relations, suggestive selling for waiters and waitresses, and travel information counsellor training. In 1987, 249 workshops were given to a total of 5,115 front-line hospitality industry employees throughout the province.

CANADA/ALBERTA TOURISM AGREEMENT

On May 13, 1985, the Government of Canada and the Province of Alberta signed the unique, five-year Canada/Alberta Tourism Agreement on Tourism Development. A total of $56.3 million is being provided by the two levels of government to stimulate private sector investment in the development and marketing of tourism resources in Alberta.

The primary objective of the Agreement is to enhance Alberta's stature as a major year-round national and international tourist destination. Incentives through the program are expected to improve the quality and competitiveness of Alberta's tourism industry, as well as raise employment levels, income, and tourism expenditures. It is also anticipated that tourism's contribution to econo[illegible]nd social development in Alberta will be increased.

For this fiscal year, 125 new applications were approved under the Agreement totalling $12,937,279. Projects included expansion or upgrading of accommodation facilities, new marketing campaigns and tourist attraction developments.

The Administration Division provides support services to the department through five branches:

- *Business Services*
- *Financial Services*
- *Personnel Services*
- *Systems and Computing*
- *Library*

ADMINISTRATION DIVISION

BUSINESS SERVICES BRANCH

Alberta Tourism in November 1987 initiated a new Business Services program structured to provide one-window service to private sector and government agencies in facilitating fast-tracking tourism business projects. In the five months prior to March 31, 1988, private sector responded positively to the program through initiating approximately 80 new tourism business projects in Alberta.

Business Services provides direct consultation and coordination in the areas of new tourism businesses, financing and investment in the province's tourism industry. It also offers assistance to existing tourism business owners and operators to enhance profitability and long-term economic viability.

FINANCIAL SERVICES BRANCH

The Financial Services Branch is responsible for department budget preparation, monitoring and forecasting expenditures, and processing invoices and expense claims. It also conducts independent financial reviews of various department programs.

Highlights of the 1987-88 fiscal year included the establishment of an independent Audit Unit to supplement the pre-audit function within the Branch. An in-house, on-line department-wide financial information system was also initiated. Phase one, which assists with budget preparation, was completed and used to prepare the 1988-89 budget. Once totally operational, the new system will provide managers with timely and easily accessible budget information for managing resources and modifying plans.

PERSONNEL SERVICES BRANCH

During the 1987-88 fiscal year, attention was given to reorganization of the department, along with ongoing personnel activities. Major responsibilities of Personnel Services Branch included staff recruitment and selection, employee position classification, payroll administration, occupational health and safety, and employee relations.

As of March 31, 1988 a total of 115 permanent full-time positions existed within the department.

SYSTEMS AND COMPUTING BRANCH

The Systems and Computing Branch continued to build the office automation network of the department. The secretarial, management staff and expenditure officers were given terminals allowing them to access the electronic mail, time management and word processing functions. This completed Phase Two of the three-year plan for automating the department. A convention and business meeting leads tracking system was developed and the publications distribution system was improved to include bulk orders.

LIBRARY

Alberta Tourism's library continued to serve as an information resource base for the entire department. Major services included developing library collections and information services relating to both in-house resources and on-line search systems. In addition to providing services to the general public, the library administered many inter-library loans. As well, automation of the library catalogue was completed as scheduled. Automation activities continued with two major projects - indexing of periodical articles and on-line searching of the Alberta Tourism Catalogue.

The Communications Branch, representing the Alberta Government Public Affairs Bureau, provided communications and marketing services to all areas of the department. Services included: communications planning and consultation; coordination of marketing and advertising campaigns; public/media relations; news, speech and feature story writing; production of audio/visual displays; production and distribution of photographic material; and the preparation and distribution of various publications for consumers and the tourism industry.

COMMUNICATIONS BRANCH

The Council was officially established April 15, 1987, with assistance from industry and Alberta's post-secondary community.

The Council's role is to stimulate and integrate the resources of government, industry and education to meet training needs of Alberta's tourism/hospitality industry. By developing a skilled and motivated tourism labor force, the Council seeks to generate an enhanced hospitality image of Alberta as a world-class tourist destination.

The 17-member Council includes representation from industry, educational institutions and organizations, and the Alberta Government. An Executive Director began employment with the Council in January, 1988.

Certification Standards

The Council is working to coordinate the development of an appropriate set of certification standards for waiter/waitress training in Alberta. The goal is to provide a province-wide system of certification that will recognize the efforts of graduates and highlight career paths for current industry employees.

The Council is also developing a comprehensive evaluation process through which proposals submitted for tourism education and training may be reviewed and recommended for funding through the Canada/Alberta Tourism Agreement.

Hospitality Resource Centre

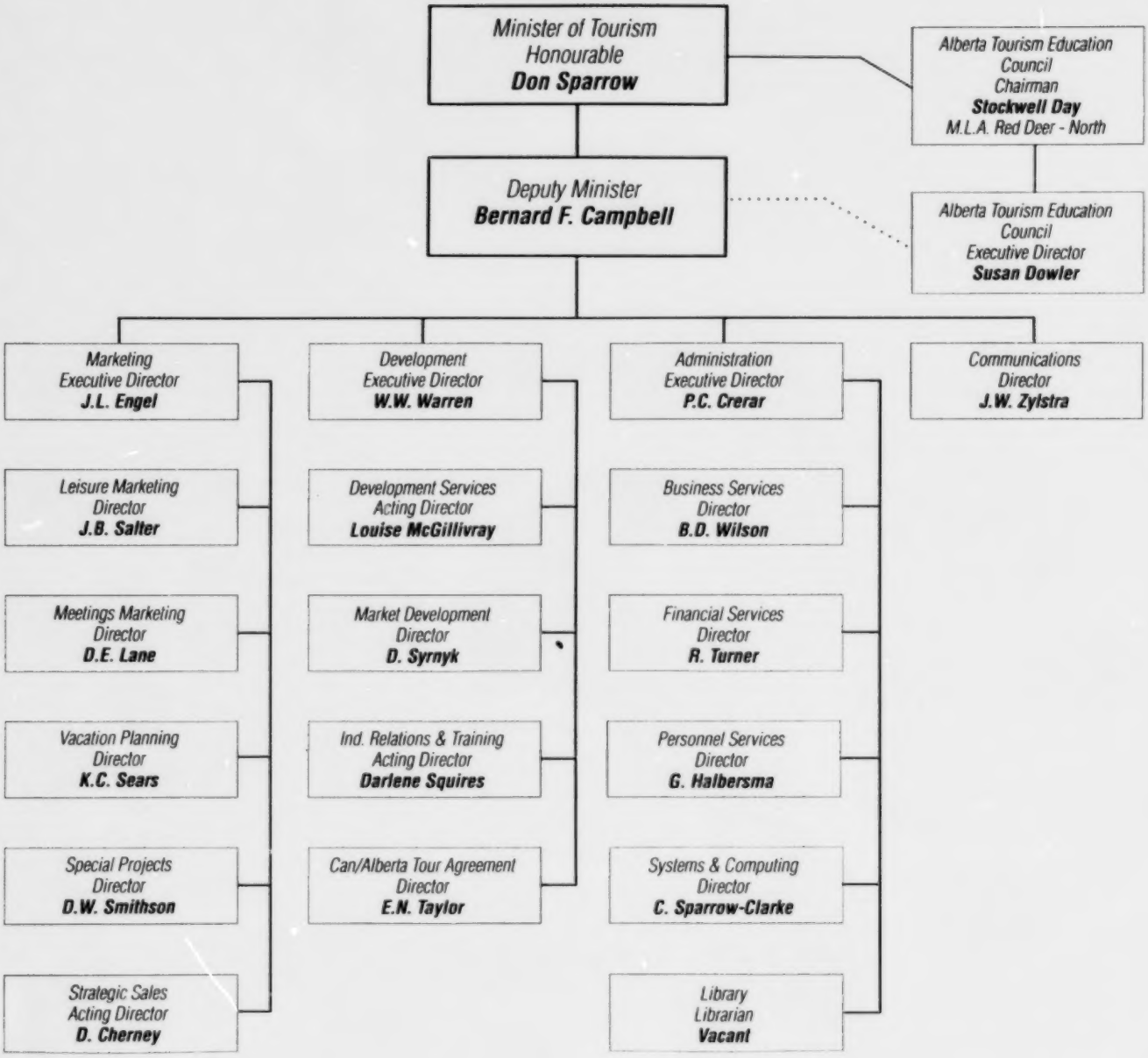
The Hospitality Resource Centre was transferred in January, 1988 from the Tourism Department to the Council. Through this popular service, a wide range of audio-visual materials are made available to industry operators for assisting with staff training programs.

ALBERTA TOURISM EDUCATION COUNCIL

APPENDIX

ORGANIZATIONAL CHART

AS OF MARCH 31, 1988



ALBERTA TOURISM STATEMENT OF EXPENDITURES

FOR THE YEAR ENDED MARCH 31, 1988

1987 - 1988	ESTIMATE	APPROVED TRANSFERS & SPECIAL WARRANTS	TOTAL AUTHORIZED FUNDS	EXPENDITURE ACTUAL 1987-88	EXPENDITURE ACTUAL 1986-87
PROGRAM SUPPORT	$ 3,079,065	$ 586,340	$ 3,665,405	$ 3,597,975	$ 2,784,987
DEVELOPMENT DIVISION	4,490,820	(35,750)	4,455,070	4,163,867	4,029,659
MARKETING DIVISION	15,046,620	402,160	15,448,780	15,148,574	14,722,598
CANADA/ALBERTA TOURISM AGREEMENT	12,395,495	(952,750)	11,442,745	10,777,324	3,408,795
DEPARTMENT TOTAL	**$ 35,012,000**	**$ —**	**$ 35,012,000**	**$ 33,687,740**	**$ 24,946,039**

STATEMENT OF EXPENDITURES

FOR THE YEAR ENDED MARCH 31, 1988

1987 - 1988	ESTIMATE	APPROVED TRANSFERS & SPECIAL WARRANTS	TOTAL AUTHORIZED FUNDS	EXPENDITURE ACTUAL 1987-88	EXPENDITURE ACTUAL 1986-87
Program Support					
Minister's Office	$ 267,480	$ —	$ 267,480	$ 240,854	$ 235,587
Deputy Minister's Office	212,440	—	212,440	318,185	227,076
Assistant Deputy Minister	180,310	(27,060)	153,250	67,726	186,432
Administrative Division	2,418,835	613,400	3,032,235	2,971,210	2,135,892
TOTAL:	**3,079,065**	**586,340**	**3,665,405**	**3,597,975**	**2,784,987**
Development Division					
Administrative Support	$ 187,420	$ —	$ 187,240	$ 188,967	$ 196,362
Market Development	905,450	—	905,450	872,488	789,389
Development Services	1,863,320	75,000	1,938,320	1,813,585	1,911,375
Industry Relations & Training	1,534,630	(110,750)	1,423,880	1,288,827	1,132,533
TOTAL:	**4,490,820**	**(35,750)**	**4,455,070**	**4,163,867**	**4,029,659**
Marketing Division					
Administrative Support	$ 5,860,530	$ 245,250	$ 6,105,780	$ 5,981,290	$ 5,741,469
Meeting/Conference Marketing	814,665	—	814,665	820,339	773,520
Leisure Travel	3,540,890	(9,555)	3,531,335	3,514,737	3,160,173
Vacation Planning	283,720	27,060	310,780	246,175	251,064
Travel Information Services	1,852,505	110,405	1,962,910	1,923,737	1,994,387
In-Alberta Campaign	2,544,310	21,500	2,565,810	2,505,696	2,659,971
Commissioner for Trade & Tourism	150,000	7,500	157,500	156,600	142,014
TOTAL:	**15,046,620**	**402,160**	**15,448,780**	**15,148,574**	**14,722,598**
Canada/Alberta Tourism Agreement					
Administrative Support	$ 400,495	$ —	$ 400,495	$ 336,978	$ 291,352
Facility & Product Development	6,195,000	(630,000)	5,565,000	5,690,780	2,295,527
Alpine Ski Facility Development	1,200,000	—	1,200,000	1,361,738	211,746
Market Development	2,400,000	251,250	2,651,250	2,512,278	399,259
Training Professional Development	500,000	(507,000)	(7,000)	—	—
Industry and Community Support	700,000	(67,000)	633,000	312,265	103,649
Analysis and Evaluation	1,000,000	—	1,000,000	563,285	107,262
TOTAL:	**12,395,495**	**(952,750)**	**11,442,745**	**10,777,324**	**3,408,795**
DEPARTMENT TOTAL:	**$ 35,012,000**	**$ —**	**$ 35,012,000**	**$ 33,687,740**	**$ 24,946,039**